Distr.
LIMITED
ID/WG. 409/4
28 December 1983
ORIGINAL: ENGLISH

United Nations Industrial Development Organization

Subregional Meeting on the Promotion of Intra-African Industrial Co-operation within the Framework of the Industrial Development Decade for Africa *

Abidjan, the Ivory Coast, 12 - 16 December 1983

REPORT **

* Organized jointly by ECA, OAU and UNIDO in co-operation with the Government of the Ivory Coast and the Economic Community of West African States (ECOWAS).

** This document has been reproduced without formal editing. The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

V.83-65715

CHAPTER		PAGE
	INTRODUCTION	1
I	PARTICIPANTS	1
II	OPENING OF THE MEETING	1
III	ORGANIZATION OF THE MEETING	5
IV	DEVELOPMENT AND IMPLEMENTATION OF A SUBREGIONAL INDUSTRIAL PROMOTION PROGRAMME FOR THE INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA	6
V	ADOPTION OF THE REPORT	22
VI	CLOSURE OF THE MEETING	22

ANNEX 1 : LIST OF PARTICIPANTS

ANNEX 2 : AGENDA OF THE MEETING

INTRODUCTION

1. The meeting on the promotion of intra-African industrial co-operation in the West African subregion within the framework of the Industrial Development Decade for Africa was held at Abidjan, the Ivory Coast, from 12 to 16 December 1983. The meeting was jointly organized by the Economic Commission for Africa (ECA), the Organization of African Unity (OAU) and the United Nations Industrial Development Organization (UNIDO) in co-operation with the Government of the Ivory Coast and the Economic Community of West African States (ECOWAS).

2. The purpose of the meeting was to bring together experts from the West African subregion to discuss, identify and select priority areas and projects for multinational industrial co-operation. To that end, an initial integrated industrial promotion programme had been drawn up by the secretariats of the ECA, OAU and UNIDO, together with an indication of the modalities for its implementation, both of which were to be considered at the meeting.

I. PARTICIPATION

3. The experts came from the following countries: Benin, the Gambia, Ghana, Guinea, the Ivory Coast, Liberia, Mali, Mauritania, the Niger, Nigeria, Senegal, Sierra Leone, Togo and the Upper Volta. The representatives of the following organizations also participated: the African Development Bank (ADB), the Central Bank of West African States (BCEAO), the West African Development Bank (WADB), the West African Economic Community (CEAO), the Nigeria-Niger Joint Commission for Co-operation (CMNNC), the Economic Community of West African States (ECOWAS), the Institute for Economic Development and Planning (IDEP), the Liptako-Gourma Region Integrated Development Authority, the Mano River Union (MRU), the Organization for the Development of the Senegal River (OMVS), the Common African and Mauritian Organization (OCAM), the African Regional Centre for Technology (ARCT) and the African Centre for Engineering Design and Manufacturing (ARCEDEM). The list of the participants is attached as annex 1.

II. OPENING OF THE MEETING

4. The meeting was opened by His Excellency Bernard Ehui Koutoua, Minister of Industry of the Ivory Coast, who extended a warm welcome to the participants on behalf of the President and Government of the Ivory Coast, as well as on his own behalf. His country was most appreciative of the fact that UNIDO, ECA and OAU had selected the economic capital of the Ivory Coast as a venue for the meeting. A meeting, moreover, that gave concrete expression to the objectives of the Industrial Development Decade for Africa and provided a unique opportunity to translate into action the will of the subregion to co-operate.

5. The Minister of Industry recalled the manner in which the President of the Ivory Coast, His Excellency Mr. Félix Houphouet-Boigny, had always fought for the economic and political independence of Africa and recognized the importance of industrial development in that development process. He pointed to the industrial development of the Ivory Coast since its independence and underscored its willingness to participate in the development of the subregion through such projects as the national petroleum refinery and the bitumen production plant. He also recalled his country's participation in such projects as CIMAO in Togo and the petrochemical industry in Senegal.

6. He also drew the meeting's attention to the constraint upon the sub-region's development arising out of the prices it received for its raw materials and the debt burden it had to bear. Active co-operation in the subregion, however, could help to put limited resources to the best possible use, integrate economies and promote interdependence together with national development.

7. Within the framework of established economic groupings such as ECOWAS and CEAO, the Minister welcomed the openings offered by subregional co-operation and the benefits to be derived from core industries which ensured a link between industry and other important economic sectors, such as agriculture and energy. Reaffirming the commitment of the subregion to such development, he declared the meeting open and wished the participants every success in their deliberations.

8. Dr. Abd-El Rahman Khane, Executive Director of UNIDO, expressed his most sincere thanks to the Government of the Ivory Coast. He paid tribute to the leading role that the country had played and would continue to play in the political and economic development of Africa and to the consistent support that the Ivory Coast had lent to the activities of UNIDO. He also expressed his particular appreciation for the extensive co-operation that UNIDO, ECA and OAU had enjoyed with both the Economic Community of West African States (ECOWAS) and the West African Economic Community (CEAO), whose involvement was fundamental to the promotion of intra-African industrial co-operation in the subregion. He also drew attention to the role that industrial co-operation could play in increasing Africa's share in world industrial production as envisaged in the Lagos Plan of Action.

9. He stressed that the integrated industrial promotion programme before the meeting was strictly an initial programme that would be reviewed at regular intervals and adjusted to the prevailing needs of the subregion. He underlined the need for intensified consultations between countries : they were essential in order to avoid undue duplication of effort and the over-extension of limited resources, to determine mutually beneficial co-operation arrangements, and to ensure the viability of the projects agreed upon.

10. Dr. Abd-El Rahman Khane pointed out that the effectiveness of the programme would hinge on the ability to translate the political will of the countries into tangible action and on the leadership role to be played by those countries selected to host the various multinational projects. Equally important were the follow-up activities to be undertaken by the countries and co-ordinating agencies. In that connexion, he said, it would be necessary to conduct detailed pre-investment studies, investment promotion activities as well as technical and financial negotiations with potential investors. He underscored the crucial role to be played by the African regional and sub-regional intergovernmental organizations as well as the financial institutions in the subregion. He pledged the continued assistance of UNIDO, within the limitations of its resources, in the elaboration, promotion, implementation and maintenance of the initial integrated programme to be adopted at the meeting. He also noted with particular gratitude the readiness of the African Development Bank (ADB), which had so kindly made available to the meeting its premises and facilities, to co-operate with the three lead agencies in assisting the countries of the subregion in the elaboration, promotion and implementation of the projects in the initial programme.

11. In conclusion, he informed the meeting that the Fourth General Conference of UNIDO would be held in August 1984, at which particular attention would be given to the problems and needs of Africa. He thus urged African countries to participate fully in the forthcoming General Conference of UNIDO so as to ensure that the interests of Africa were adequately taken into account in the recommendations to be made. Since a strengthened UNIDO would be of particular benefit to Africa, he also urged the African countries to continue their active participation in the efforts being made to finalize the transformation of UNIDO into a specialized agency of the United Nations. That active participation, he hoped, would also extend to the activities of the new agency, once established.

12. Speaking on behalf of Dr. Peter Onu, Secretary-General a.i. of the OAU, Mr. E.B. Akpan, Head of the General Economic Affairs Division, expressed his gratitude to the Government and people of the Ivory Coast for their warm welcome. He saw the present meeting as a test of the expression of general commitment by African Governments and their oft-expressed determination to co-operate. It provided an opportunity to choose between economic independence through collective self-reliance and the continuation of past approaches and strategies that had led the countries into an impasse. Past failures should not deter the countries in the subregion from entering into multinational co-operation, but should serve as examples of the mistakes to be avoided.

13. The present meeting was aimed specifically at promoting intra-African co-operation in the development and implementation of multinational industrial projects. He anticipated that after a critical examination of the areas in

which multinational core industrial projects and related support projects could be developed, the meeting - similar to the earlier meeting for the Eastern and Southern African subregion - would come up with an initial integrated industrial programme for the subregion as well as propose ways of implementing it. He entered a strong plea for careful reflection, realism and examination of the objectives that the Governments had set themselves, and cautioned against over-extending the concept of core industries.

14. He also drew the meeting's attention to the actions that would be required at the national level and the responsibilities that the execution of multinational projects imposed upon the participating states, in particular the lead countries. Agreement would also have to be reached on such arrangements as joint promotion, negotiation with sources of external finance and the avoidance of duplication. He pointed to the major role that would be played by regional and subregional economic groupings, in particular the African Development Bank (ADB), in supporting the integrated industrial promotion programme for the subregion which, through sectoral integration, would contribute to the creation of an African economic community in accordance with the Final Act of Lagos.

15. Speaking on behalf of Prof. Adebayo Adedeji, Executive Secretary of ECA, Mr. M. Alemayehu, Chief of the Industrial Operations Section, Joint ECA/UNIDO Industry Division, extended his thanks to the Government and the people of the Ivory Coast for their hospitality and to the African Development Bank (ADB) for their excellent facilities which would undoubtedly contribute to the success of the meeting. He went on to summarize the joint endeavours of the ECA, OAU and UNIDO secretariats to contribute to the implementation of the programme for the Industrial Development Decade for Africa and outlined the objectives of the present meeting. He stressed that given the limited resources and capabilities available both to the countries in the subregion and to the secretariats of the three agencies, the choice of projects to be discussed had been restricted to those that were considered to have a maximum impact on the economy and capable of producing critical inputs in priority areas related to basic needs. In that connexion, he drew attention to the criteria for selecting multinational/subregional core projects that were appended to the main document before the meeting.

16. The projects to be considered at the meeting had emanated from proposals and concepts submitted by Governments and intergovernmental organizations in response to requests by ECA and UNIDO and from ideas developed at the Meeting of Experts of the West African Intergovernmental Organizations and by the Council of Ministers of the Niamey-based MULPOC, as well as the Intergovernmental Committee of Experts on Chemicals. The successful implementation of those and other projects, however, would hinge upon the follow-up action taken by the States and co-ordinating agencies. It would be necessary to establish a subregional committee to continue the selection and promotion process and

monitor the implementation of projects. Focal points would have to be set up to promote related projects at the national level, while pre-investment studies and related activities would have to be undertaken.

17. In conclusion, Mr. M. Alemayehu underscored the fundamental importance of intra-African industrial co-operation. If the countries of the subregion were prepared to pool their resources and implement multinational projects, they could not only overcome the current constraints upon their industrial development, but they would also contribute to the realization of self-reliant and self-sustained industrialization.

18. Speaking on behalf of the experts, Mr. A.A. Ahmed of Sierra Leone thanked the previous speakers for the welcome that had been extended to them. He said that their statements presented a serious challenge to the experts whose task was as difficult as the process of industrial development. However, he assured those present that the experts were committed to the task of supporting the industrial development efforts of the subregion. He noted with gratitude the participation of OAU in the subregional endeavours and the emphasis placed by ECA on the linkage between agriculture and industry. He also paid tribute to the efforts made by UNIDO which, within its limited resources, always did its very best to assist the countries of the subregion, and he vouched for the readiness of UNIDO to extract countries from what he termed an industrial mess. He informed the meeting that in Sierra Leone UNIDO was providing assistance in the reorganization and strengthening of the ministry to which he was attached, as well as in the promotion and development of national industry. The country had thus been set in the right direction as far as industrial development was concerned. He expressed his especial thanks to the Executive Director of UNIDO on behalf of his ministry and Government. In conclusion, he thanked the Minister of Industry of the Ivory Coast for his kind words and assured him that the experts would do everything in their power to fulfil the expectations placed in them.

III. ORGANIZATION OF THE MEETING

Election of officers

19. Mr. Paul Assamoi (Ivory Coast) was elected to the office of Chairman, Mrs. Olubukunola M. Lipede (Nigeria) and Mr. Kouadio Koffi (ECOWAS) to that of Vice-Chairman and Mr. Ahmed A. Ahmed (Sierra Leone) to that of Rapporteur.

Adoption of the agenda and organization of work

20. The agenda (see annex 2) was formally adopted. It was also agreed to hold all discussions in plenary and to set up working groups only when necessary.

IV. DEVELOPMENT AND IMPLEMENTATION OF A SUBREGIONAL INDUSTRIAL PROMOTION PROGRAMME FOR THE INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA

21. In introducing the paper, the representative of the secretariat stated that the overall development and industrialization of Africa depended considerably on external factor inputs and other essential goods and services. In the Lagos Plan of Action, the importance of industrial development as a major force in economic growth and overall development had been underscored.

22. The paper before the meeting had been subdivided into five parts. Chapter I gave a brief description of the overall economic structure and conditions in Africa, highlighting salient points in the Lagos Plan of Action and the programme for the Industrial Development Decade for Africa. Chapter II dealt with the existing industrial structure in the subregion and described co-operation at the subregional level.

23. Chapter III examined the concept of core industries - resource-based and engineering - which offered wide scope for multinational co-operation. Five strategic industrial subsectors - agro and agro-based, metallurgical, engineering, chemical and building materials industries - were described and summaries given of those areas and services that supported industrial development. Highest priority had been given to those industrial branches that provided inputs to the increased production and processing of food and agricultural produce.

24. Chapter IV contained the initial integrated industrial promotion programme derived from national projects, project ideas and concepts requiring multinational co-operation that had either been submitted by individual Governments or emanated from intergovernmental organizations such as the Mano River Union, the West African Economic Community, the Economic Community of West African States, the Meeting of Experts of West African Intergovernmental Organizations, the Council of Ministers of the Niamey-based MULPOC and the Intergovernmental Committee of Experts on Chemicals. Twenty-nine strategic core projects and thirteen support projects had been identified, from which it might be necessary to identify priorities based on the projects' implementability within the short/medium or long term. Chapter V proposed a strategy and modalities for the implementation of the programme at the national and subregional level, outlining the role of Governments and intergovernmental organizations as well as that of the co-ordinating and other agencies.

25. Attention was drawn to the importance of support projects in such fields as human resource development, mobilization of financial resources, institutional infrastructure, research and development, and energy supply, and to the need to co-ordinate their implementation at the national and subregional

level. It was also emphasized that the multinational co-operation projects, which ensured the effective exploitation of local resources, the introduction of larger markets,the reduction of production costs and the promotion of intra-African co-operation, would have to be selected with particular care so as to avoid drawing up a programme that was too bulky. It was agreed that participants would submit additional projects in the course of the debate since the initial programme, which was designed to be flexible, could none the less benefit from expansion in certain areas.

26. It was also agreed that at the outset discussion would focus upon the first three chapters of the document (see ID/WG.409/3). It was also pointed out that, in certain instances, the provisional translation into French of the document was problematical and would be subject to close scrutiny and careful amendment in the light of comments raised during the discussion.

Chapters I - III

General comments

27. Several comments were made on the need to establish priorities when considering the projects presented in the main chapter of the document. It was suggested that highest priority should be given to projects that contributed to self-sufficiency in food and then to those that promoted backward and forward linkages. At the same time, it was proposed that priority should be given to those projects that had been developed by intergovernmental organizations as they enjoyed greater political support. It was also stressed that steps must be taken to ensure that the integrated projects offered benefits to all participating countries so as to overcome the reluctance on the part of some countries to participate in multinational projects that were not located on their own territory. Consequently, particular care would have to be taken when considering the distribution and location of projects, and all possible duplication avoided. It was also pointed out that in certain subsectors such as the metallurgical industry, competition with transnational corporations made it necessary to adopt a long-term approach towards their promotion, whereas other subsectors such as agro-industries or engineering could be implemented more effectively in the short term. In that connexion, it was pointed out that the metallurgical industry, however, was essential to the development of the engineering industry. It was thus agreed to discuss priorities and their time-frame more extensively in connexion with Chapter IV.

28. Attention was drawn to the gap that existed between the wishes of the developing countries and the complexities of realizing those wishes. It was also pointed out that the first three chapters failed to take into account the problems associated with the underutilization of installed capacities, an area that merited the particular attention of the meeting, nor did they touch upon

the difficulties that countries had experienced when developing and implementing multinational projects. It was thus considered desirable to extend the assessment of unsuccessful multinational projects in other subregions to include similar cases in West Africa.

Specific comments

29. Paragraph 13: It was felt that the paragraph might be expanded to include specific regional institutional arrangements.

30. Paragraph 15: The paragraph should also refer to the significance of fishery resources as well as include Mauritania among the countries exporting mineral products, given that iron ore accounted for 80 per cent of that country's resources.

31. Paragraph 16: It was pointed out that instead of Benin, Burundi had been erroneously included in the list of least developed countries in the subregion.

32. Paragraph 18: It was questioned whether the dramatic decline in manufacturing was primarily ascribable to its over-orientation towards the requirements of the urban market.

33. Paragraphs 25 - 28: Whereas it was initially suggested that it might be more appropriate to list all subregional intergovernmental organizations in an annex, it was felt that, given the disagreement as to their actual number, an indicative listing would suffice. That notwithstanding, it was agreed that paragraphs 26 and 28 would benefit from redrafting. That would avoid implying that a multiplicity of organizations was of itself a major problem and raising the politically contentious issue that ECOWAS was being promoted to the exclusion of all other intergovernmental organizations, each of which had an important role to play in promoting the industrial development of the subregion. It was confirmed that ECOWAS was not trying to suppress the activities of other subregional organizations. Their activities were essential to the development of the subregion and fully complemented those of ECOWAS, whose objective of achieving the full economic and political integration of the subregion was beyond dispute.

34. It was agreed, however, that the overriding issue, as had been recognized by ECA and UNDP, was the need to co-ordinate better and harmonize the activities of the various intergovernmental organizations in the subregion, given that duplication of effort could be detrimental to development. Consequently, when identifying projects in the integrated programme, an indication should be given, wherever possible, of the promoting organization. At the same time, every care should be taken to ensure that the MULPOCs would support and not duplicate that promotion.

35. Paragraph 42: It was agreed to redraft the paragraph so as to reflect the inadequate development of the railway network and the resultant high cost of transporting goods to the landlocked countries which imposed a major constraint upon the development of the subregion. It was also agreed to include a statement on transport by water in the subregion.

36. Paragraph 43: It was felt that the paragraph should touch upon the issue of establishing a subregional financial institution to mobilize resources. Similarly, consideration could be given to tapping private sources of finance and encouraging chambers of commerce to participate in the mobilization of financial resources. Attention was drawn to the advantages of involving potential investors from the very early stages of a project onwards so as to avoid subsequent rejection of feasibility studies. In that connexion, African companies and businessmen might be approached first, followed by those in other developing countries, whereafter those in industrialized countries could be approached.

37. Paragraph 45: In answer to a query, it was pointed out that trade within the subregion was currently being promoted by the selection of various products for preferential treatment, while improved communications within the subregion had undoubtedly contributed to an increased flow in subregional trade.

38. Paragraph 48: The importance of selecting technologies best suited to local environments was underscored. Particular attention was drawn to the complementary activities of ARCT and ARCEDEM. The first organization was promoting and disseminating appropriate technologies, identifying qualified technologists and preparing an inventory and analysis of technologies developed in Africa. The second organization was designing and adapting technologies to suit local conditions and resources, manufacturing prototypes and providing training. The contribution of other technological institutions, such as the African Regional Organization for Standardization (ARSO) and the African Institute for Higher Technical Training and Research (AIHTTR), to the implementation of the programme was noted.

Initial integrated industrial promotion programme

39. Before entering into a consideration of the individual projects contained in the programme, the meeting returned to the question of establishing priorities among projects that ab initio had been presented as priority projects by the various Governments, intergovernmental organizations and committees. It was pointed out that the projects had been drawn from a larger number of projects on the basis of the criteria for selecting multinational/subregional industrial core projects contained in annex 1, which met many of the requirements raised by various participants during the discussion. That notwithstanding, it was felt that in considering the projects, attention should also be paid to

profitability through ensuring the competitiveness of the products manufactured. It was also recognized that given the high degree of interlinkage and sectoral complementarities, according highest priority to agro-related projects automatically implied equal priority for such subsectors as the engineering or chemical industries which provided all-important inputs to agro-related industrial development. The individual projects also had to be viewed within the context of a well-articulated subregional programme that would have to be developed and linked to national industrial plans, once it had been endorsed by the various legislative authorities in the subregion.

40. The attention of the meeting was also drawn once again to the concept of core industries: strategic industries which exceeded the capacity of individual countries yet provided scope for effective co-operation in areas where a group of countries enjoyed comparative advantages. Attention was drawn to the successful industrial development of Japan which had been predicated upon the careful selection of subsectors in which that country enjoyed certain advantages. Multinational projects, whose effectiveness were first and foremost considered in terms of meeting the requirements of larger markets, also hinged upon the need to co-operate in the supply or procurement of raw material inputs, while other factors related to joint management, equity and training as well as backward and forward linkages.

41. It was thus felt that rather than endeavour to categorize the intrinsic importance of projects of a similar nature, it would be more appropriate to consider the feasibility of their implementation within the short/medium (0-10 years) and long (10 years or more) term.

42. In commenting on paragraphs 51-52, it was pointed out that the building materials industry was a subsector that warranted particular attention, even though at the current stage no project had been submitted. It was also pointed out that it would be more appropriate to have the first sentence in paragraph 51 read as follows: "The initial integrated industrial promotion programme presented in this chapter is derived from the following sources: national projects requiring multinational co-operation submitted by countries in the subregion to UNIDO and ECA, and the industrial programmes developed within the framework of intergovernmental organizations, the Niamey-based MULPOC and the UNIDO investment promotion services".

43. The argument was put forward that given the sparse information, the meeting could only consider projects for which prefeasibility studies had at least been completed. The secretariat, however, cautioned against such an approach, which had proved expensive. It was emphasized that at present the current exercise related exclusively to the identification of projects as the first in an extended series of stages related to the development of an integrated industrial promotion programme for the subregion.

44. Before proceeding to the discussion of the individual projects, it was proposed that in the course of that discussion an attempt should be made not only to establish the framework for their implementation but also to identify forward and backward linkages.

Metallurgical industry

Iron and steel subprogramme

45. It was agreed that the introductory paragraphs should have included some more information on envisaged demand and possible supply in the metallurgical industry in the subregion up until the end of the century. It was recognized that even by that time demand would still continue to outstrip supply and the figures cited in the paragraphs should reflect that envisaged development.

Project profile No. 1: Establishment of a sponge iron plant, Guinea

Project profile No. 2: Joint Liberia/Sierra Leone iron and steel project

Project profile No. 5: Expansion of the sponge iron plant, Guinea

46. The expert from Guinea drew attention to the close relationship between project profiles No. 1 and 5 and their joint evolution within the context of that country's development plan. The expert from the Mano River Union pointed out that project profile No. 2 was also an intrinsic part of the iron and steel sector in the countries of the Union which had enormous deposits of iron ore. It was thus decided to consider the projects together. Given the smallness of the markets in the individual countries, it was agreed that the projects, which could be considered one composite project, should be implemented within the context of the Union. The question of plant location should not be allowed to obscure the importance of the composite project which was recommended for implementation in the long term.

Project profile No. 3: Installation of electric arc furnaces, Ghana, the Ivory Coast, Mali, Senegal, Togo and Upper Volta

Project profile No. 4: Installation of re-rolling mills, Benin, Ghana, the Ivory Coast, Mali, Niger, Senegal, Togo and Upper Volta

Project profile No. 6: Establishment of an integrated iron and steel plant for flat and tubular products

Project profile No. 7: Expansion of electric arc furnace plants on stream in 1990

Project profile No. 8: Expansion of rolling mills for merchant products on stream in 1990

Project profile No. 9: Establishment of foundries

47. It was decided to consider the above project profiles together so as to be able to establish their degree of interrelationship. As explained by the representative of the secretariat, the sponge iron produced in one project provided inputs to the electric arc-furnaces in another which produced billets for further processing in rolling mills in the same or yet another. They represented a complete chain of production, in which countries in the subregion could have some or all components. It was agreed that project profiles Nos. 3 and 7 relating to sponge iron complemented each other, as did project profiles Nos. 4 and 8 which related to the production of billets. However, project profile No. 6 which related to the production of liquid steel and its conversion into flat and tubular products was to be considered alone, as was project profile No. 9 which represented a facility auxiliary to the production of engineering goods.

48. In the ensuing discussion, it was agreed that Mauritania, which disposed of very extensive iron-ore deposits and production facilities, would be associated with the projects described in profiles 3, 4, 7 and 8. It was decided not to exclude Nigeria from the market covered by project profile No. 6 although that country's inability to satisfy its current domestic demand was recognized. Attention was also drawn to the fact that in project profile No. 3 the raw material was sponge iron (not iron ore).

49. Particular attention was devoted to the question of promoting the projects. In the final analysis, it was agreed that whereas ECOWAS should be entrusted with the further study of the project described in profile No. 6, the management of all other projects could be undertaken by those intergovernmental organizations which had already carried out work in those areas. It was cautioned, however, that such an approach should not lead to the exclusion of countries interested in the projects by virtue of the fact that they were not members of certain intergovernmental organizations. In that connexion, the potential contribution to the projects by the Mano River Union and OCAM was noted. It was also recognized that CEAO should be closely associated with further studies emanating from project profiles 4, 8 and 9, while both the Liptako-Gourma Region Integrated Development Authority and the Nigeria-Niger Joint Commission could be associated with the projects described in profile Nos. 4 and 8. It was also agreed that the supplementary project profile on a subregional steel complex submitted during the meeting by the Liptako-Gourma Region Integrated Development Authority was in fact covered by project profile No. 4. In all such cases, assistance could be provided by UNIDO and the Niamey-based MULPOC. It was decided to merge projects 3 and 7, as well as 4 and 8, while keeping 9 and 6 as distinct projects: the four resultant projects were recommended for implementation in the long term.

Engineering industry

Agricultural machinery and equipment subprogramme

Project profile No. 10: Manufacture of four-wheeled tractors, Senegal and Nigeria

Project profile No. 13: Manufacture of agricultural implements and equipment, Nigeria

50. In the course of the discussion of project profile No. 10 a certain affinity with project profile No. 13 was observed. The investment figure cited in the first project made it essential to approach the matter on a subregional basis, while the difficulties in securing investment at the national level for the second project imposed a subregional solution. In any event, the local manufacture of a selected range of tractors was essential given the current diversity of makes of imported tractors and the problem of their maintenance. Furthermore, the manufacture of tractors could be undertaken most effectively at the subregional level with several countries supplying components to a central plant. The need for co-ordination with existing agricultural equipment production facilities and projects, such as those in Mali and other countries, was discussed. Attention was also drawn to the difficulties associated with the manufacture of tractors and other agricultural equipment such as harvesters. The manufacture of the latter was implied in project profiles Nos. 11 and 13.

51. Attention was drawn to the inadequate information provided in the two profiles which made it difficult to decide on the projects' viability. It was recognized, however, that at the subregional level it was more pertinent to concentrate on the manufacture of major items of equipment, leaving simpler manufacturing units operating at the national level. The investment figure cited in project profile No. 10 was felt to be understated, and it was considered unnecessary to specify the location of the plants at the current stage. It was proposed that ECOWAS, together with the ARCT and ARCEDEM, should undertake in-depth studies in order to determine the viability of both projects. In the final analysis, it was agreed that the two projects could not be combined and contingent upon the outcome of the in-depth studies, it was recommended that they both be implemented in the long term.

52. It was also agreed to include under the subprogramme the project profile related to the manufacture of small mobile palm-oil mills which was submitted by the Mano River Union. The close link between the proposed project and those described in profiles Nos. 10 and 13 was recognized and ECOWAS was requested to take that into account when conducting its studies, with which ARCEDEM and ARCT should be associated. The West African Development Bank expressed interest in the outcome of the project which, it was recommended, should be implemented in the short/medium term.

Project profile No. 11: Manufacture of agricultural tools and implements, Sierra Leone

53. The experts from Sierra Leone and the Mano River Union, with supplementary information on the Guinean pilot centre being provided by the expert from Guinea, described the project which was located in the workshops previously used by the national railway company in Freetown. The project offered ample scope for expansion so as to meet the demand for simple farming tools that were being produced in the subregion, and three UNIDO-financed studies had confirmed its viability as a project within the framework of the Mano River Union.

54. The Mano River Union was requested to consider the needs of the whole region when further developing the project which was recommended for implementation in the short/medium term.

Project profile No. 12: Manufacture of diesel-engines for irrigation pumps and generators, Guinea

55. After an introduction given by the expert from Guinea, the expert from the Mano River Union pointed out that it was a Union project. The expert from ARCEDEM explained that a study undertaken in 1980 had considered the possible linkage between the national workshop in Freetown and the pilot centre in Guinea for the production of diesel engines for irrigation pumps and generators. The advanced stage of the project's development was recognized, and it was recommended that the project be implemented in the short/medium term.

Road and rail transport equipment sub-programme

Project profile No. 14: Manufacture of railway wagons, Senegal and Upper Volta

56. The expert from the CEAO introduced the project which involved the establishment of two specialized workshops in Bobo-Dioulasso and Dakar that would initially use imported components to assemble rolling stock before entering into full-scale manufacture. Each workshop producing 225 wagons a year would cost 3,000 million CFA francs and funds had been earmarked for a detailed engineering study in 1984. The project configuration had been approved by the CEAO Heads of State and it was envisaged that the units would be able to supply rolling stock in knock-down form to other countries in the subregion. The importance of the project was recognized and its implementation by CEAO in the short/medium term recommended.

Project profile No. 15: Manufacture of diesel engines for tractors, trucks, lorries and buses, Nigeria

Project profile No. 16: Manufacture of diesel engine-mounted chassis for lorries, trucks and buses, Nigeria

Project profile No. 17: Manufacture of low-cost, standard multi-purpose vehicles, Guinea and the Ivory Coast

57. After a brief introduction by the representative of the secretariat, in which attention was drawn to the complementarities between the three projects as well as their relationship with projects included under the iron and steel sub-programme, it was recommended that the three projects should first be studied in depth by ECOWAS, with the assistance of the three lead agencies (ECA, OAU and UNIDO), and implemented in the long term.

58. It was also agreed to include under the subprogramme an additional project profile related to a central press workshop in Nigeria. Similar to the three other projects, it was recommended that ECOWAS study it in depth and that it be implemented in the long term.

Energy equipment subprogramme

Project profile No. 18: Manufacture of aluminium conductors and cables, Ghana and Guinea

Project profile No. 19: Manufacture of power transformers, Togo

Project profile No. 20: Manufacture of steel towers, Nigeria

59. The three projects were introduced by the representative of the secretariat who emphasized the significance of energy in industrial development and pointed to the high degree of complementarity between the three projects. Attention was drawn to the fact that a cable manufacturing facility supported by CEAO and WADB was at an advanced stage in Senegal, while account would have to be taken of the integrated long-term aluminium project in Guinea which also bore implications for the project described in profile No. 18. It was recommended that the projects described in profiles 18, 19 and 20 be studied in depth by ECOWAS and implemented in the long term. It was also agreed that an additional project related to the manufacture of hurricane lamps in Senegal should be implemented in the short / medium term.

Chemical industries

Fertilizers subprogramme

Project profile No. 21: Establishment of a phosphoric acid plant, Senegal

60. On the basis of information given by the expert from Senegal, it was decided not to include the project in the subregional programme since the plant was at the construction stage with the participation of Cameroon, Nigeria and India.

Project profile No. 22: Establishment of a phosphoric acid plant, Togo

Project profile No. 23: Subregional ammonia project

61. The two projects were introduced together. The expert from Togo confirmed the data contained in project profile No. 22, stated that energy was available, and reported that a World Bank study was nearing completion and financial partners were being sought. The expert from OCAM suggested that his organization could provide technical assistance in the phosphate field, if so requested. The representative from the secretariat pointed out that the subregional ammonia project was being submitted for consideration since an ongoing project in the same field in Nigeria, it had been reported, would not be able to supply markets outside it own territory.

62. The Togolese project received the full support of the meeting and it was recommended that the Government of Togo, with the assistance of ECOWAS and the full involvement of ECA, OAU and UNIDO, should implement the project in the short/medium term. Similarly, the subregional ammonia project based on natural gas and the electrolysis of water was recommended for implementation in the short/medium term. In that connexion, attention was drawn to the benefits that could be derived from the ongoing CEAO and ECOWAS fertilizers and pesticides programme as well as the joint UNIDO/FAO/World Bank fertilizer programme.

63. The meeting also considered a supplementary project profile related to a phosphate fertilizer plant submitted by the Liptako-Gourma Region Integrated Development Authority whose Council of Ministers had approved the project at the end of the previous month. After a brief discussion, it was recommended that the project be implemented in the long term.

Pharmaceuticals subprogramme

Project Profile No. 24: Establishment of a pharmaceutical plant, Sierra Leone

Project Profile No. 25: Establishment of a pharmaceutical plant, Nigeria

64. The experts from Sierra Leone and the Mano River Union described the history of the pharmaceutical plant envisaged in Sierra Leone. Originally supported by the World Bank, the project which involved an investment of US$21.5 million was currently backed by the Mano River Union. It had since been placed by the Mano River Union under the aegis of UNIDO which had undertaken to conduct a market survey. Given the interest in the same field expressed by Nigeria, it was felt that both projects would benefit from the scope of that market study being extended to include the whole subregion.

65. A third pharmaceutical project, the rehabilitation of a quinine plant in Guinea, was also introduced. It was found to be in the interests of the sub-region, and it was recommended that all three projects be implemented in the short/medium term. To that end, the prefeasibility studies already completed in respect of the first two projects should be updated and detailed subregional market research should be conducted by ECA, OAU and UNIDO, in collaboration with the Mano River Union and ECOWAS, taking due account of the existing units in the region.

Pesticides subprogramme

Project profile No. 26: Plant for the phytosanitary products, Upper Volta

66. The expert from the Upper Volta provided background data on the project and corrected certain figures. He stated that the subregional character of the project was assured as long as Niger confirmed its interest. Confirmation of interest in principle had been transmitted to the West African Development Bank whose expert stated that the outcome of a feasibility study was being awaited prior to finalizing the mode of implementation. The expert from Nigeria gave information about an ongoing feasibility study on the manufacture of pesticides in Nigeria: a fact that should be taken into consideration when the project on the production of pesticides was being considered for implementation in the subregion. It was thus recommended that pending the outcome of the study, the project should be considered for implementation within the short/medium term.

67. The participation of Niger was also requested in respect of the implementation of a supplementary project that was presented to the meeting relating to the production of pesticides in the subregion. However, until the outcome of the ongoing feasibility study was known, Niger could not take a final decision in the matter.

Basic chemicals subprogramme

68. A supplementary project was introduced under the subprogramme related to the production of technical and table salts and caustic soda in Guinea. Originally conceived as a project for the production of salt, its scope had been extended to include the production of caustic soda and serve the markets of the Mano River Union. Given the current level of salt imports in the subregion, the importance of the project was recognized. It was recommended that the project be implemented in the short/medium term, while in the techno-economic study to be conducted by ECOWAS consideration should be given to current and planned production units in the subregion, including a project in Cape Verde.

Agro and agro-based industries

Food processing subprogramme

Project profile No. 27: Integrated complex for poultry production, Liberia

69. After a brief introduction by the expert from Liberia, it was suggested that the project might be considered within the context of the ongoing WADB study on the processing chain associated with poultry-farming and pig-breeding. The project was recognized to be subregional in character; however, account should be taken of similar units in operation at the national level. It was

thus recommended that a study be undertaken, involving ECOWAS, CEAO and the Mano River Union, whereafter the project should be implemented in the short/medium term.

Project profile No. 28: Food-processing plant, Guinea

Project profile No. 29: Fruit-processing plant, Guinea

70. The expert from Guinea described the projects which involved the rehabilitation and expansion of existing plants. It was recognized that they were national projects with a subregional dimension. It was thus recommended that further in-depth studies be undertaken by ECOWAS, CEAO and the Mano River Union, whereafter the projects could be implemented in the short/medium term.

Forest industries subprogramme

71. The meeting considered an additional project profile submitted by the Ivory Coast related to a pulp/paper plant. Both Sierra Leone and the Mano River Union expressed keen interest in the project which was clearly subregional in character. It was urged that a study be undertaken by ECOWAS, in conjunction with the co-ordinating agencies (ECA, OAU and UNIDO), whereafter it was recommended that the project be implemented in the long term.

Building materials industry

Cement industry subprogramme

72. The meeting considered an additional project profile submitted by the Liptako-Gourma Region Integrated Development Authority related to a cement plant. Cement was recognized to be a basic ingredient for the construction industry, further to which per capita consumption of cement in the region was still low. At the same time, attention was drawn to the extensive under-utilization of installed cement production capacities in certain countries while Mauritania, it was reported, had just opened a gypsum plant. It was thus recommended that the project be implemented in the long term, prior to which a study should be conducted by ECOWAS in co-operation with interested intergovernmental organizations, identifying existing units in the subregion and projecting requirements over the next two decades.

Ceramics industry subprogramme

73. The meeting also considered an additional project profile submitted by Togo related to the establishment of a ceramics plant. The project had already received the support of the West African Development Bank. The project was deemed worthwhile: following closer study by ECOWAS and the West African Development Bank, it was recommended that the project be implemented in the long term.

Other projects

74. The meeting considered additional project profiles related to the production of glass submitted by CEAO, Liberia and the Nigeria-Niger Joint Commission. The project proposed by Liberia designed to produce both flat and hollow glass had been conceived as a project to serve the countries of the Mano River Union. It was pointed out that other countries, for example Ghana and Senegal, had glass production facilities which would have to be taken into account in any study of that manufacturing subsector. It was thus decided to implement the projects in the short/medium term.

75. After considering the above projects, the meeting was presented with profiles covering the nine projects in the agro-industrial, chemical, engineering and energy subsectors. The projects related specifically to:

(a) The expansion of a pharmaceutical plant in Dakar, Senegal
(b) The production of common small engineering components
(c) The manufacture of special components for agricultural machinery and equipment in the Upper Volta or the Niger
(d) The provision of linkage between the national electricity grids of the Upper Volta and the Ivory Coast
(e) The manufacture of electric and telephone cables in Senegal
(f) Storage of cereals in the Sahel countries
(g) Three pilot plants for the processing of millet and sorghum in the Niger and Nigeria
(h) The manufacture of hand-operated water pumps
(i) The manufacture of village mills in the Niger and Nigeria

Given that majority of the above proposals projects were covered in the projects that had been recommended for inclusion in the subregional programme, it was agreed that all the ideas contained in the proposals should be considered when conducting the studies related to the various recommended projects.

Multinational support projects

76. It was recognized that the support projects listed in the document ensured the all-essential logistical support that was needed by the intergovernmental organizations in the subregion and they should be implemented in the short/medium ter It was pointed out that the description in support project S1 was superseded by a new profile submitted by the Organization for the Development of the Senegal River.

77. It was thus agreed that all the support projects listed below could be accepted en bloc.

Project profile No. S1: Assistance to OMVS

Project profile No. S2: Assistance to CEAO

Project profile No. S3: Assistance to ECOWAS

Project profile No. S4: Pharmaceutical industry development centre, ECOWAS

Project profile No. S5: Subregional development centre for hides, skins, leather and leather products (Leather Research Institute, Zaria, Nigeria)

Project profile No. S6: Assistance to ARCEDEM

Project profile No. S7: Assistance to ARCT

Project profile No. S8: Assistance to ECOWAS in the development of an industrial training programme

Project profile No. S9: Development of industrial consultancy and management capabilities

Project profile No. S10: Development of local industrial entrepreneurship (Directory of small-scale industrial project profiles)

Project profile No. S11: Development of meat processing and allied industries

Project profile No. S12: Processing of fish and other sea foods

Project profile No. S13: Development of cotton textile industry

Assistance in integrated industrial development planning in the Liptako-Gourma region

Establishment of a Mano River Union technology centre

Establishment of a Mano River Union coastal shipping enterprise

Establishment of an industrial and technology fair serving the member states of the Mano River Union

Implementation of the integrated industrial promotion programme

78. In introducing the chapter, the representative of the secretariat emphasized the importance of ensuring effective implementation of the programme. It was agreed to consider the chapter along the lines of its structure. In respect of the action to be taken at the national level, discussion centred upon the formal endorsement mentioned in subparagraph 92(a). It was explained that formal endorsement was essential to implementation. The revised subregional programme incorporating all the modifications and additions agreed upon at the current meeting would be forwarded through the experts to the individual Governments which could officially endorse the programme in keeping with their own institutional mechanisms and local procedures.

79. With reference to subparagraph 92(b), it was recognized that Governments would find it difficult to incorporate the subregional programme in their current national development plants; however, when developing new national plans. Governments should take cognizance of the programme and include its salient features and any relevant projects it contained. Attention was drawn to the programme for the Industrial Development Decade for Africa which recommended the establishment of national co-ordinating committees as well as operational focal points so as to facilitate the co-ordination of national plans within the framework of the subregional programme. Those committees and focal points could play an important role in promoting the implementation of the subregional programme. It was also recognized that the focal points had to be provided with appropriate staff and financial resources, if they were to fulfil their function effectively.

80. It was requested that the listing of financial institutions in sub-paragraph 92(e) be deleted, all the more so as the success of the subregional programme hinged upon as broad an involvement as possible of all parties concerned.

81. In respect of action at the subregional level, in particular the activities described in subparagraphs 93(a) and (b), it was confirmed that co-ordination of the programme as a whole did not call for the establishment of new committees. That task could be carried out within the context of existing co-ordination mechanisms for intergovernmental organizations in the subregion, including the Association of Intergovernmental Organizations of West Africa within the framework of ECOWAS. It was thus agreed to insert the words "and implementation" after "endorsement" in the first line of subparagraph 93(a) and delete "such as ECOWAS and the Niamey-based MULPOC Council of Ministers" in line 3 of the same subparagraph.

82. As for the subregional intergovernmental committees described in sub-paragraph 93(b), it was explained that they referred to technical advisory committees in the various subsectors, such as those already established within the context of the MULPOCs. It was thus agreed to delete the phrase "Establishment of subregional intergovernmental committees" in the first line of that subparagraph and to replace it by "Involvement of subregional technical committees on a sector-by-sector basis within the framework of the Association of Intergovernmental Organizations of West Africa". Those committees would meet on an ad-hoc basis and work within the context of ECOWAS.

83. In connexion with subparagraph 93(d), it was felt that the process described was too theoretical and its initiation required the fullest support of the Mano River Union, ECOWAS and CEAO. The secretariat, however, should take the initiative by bringing those organizations together to discuss the

mode of implementation. In respect of the role of the co-ordinating and other agencies, it was agreed that subparagraph 95(c) should read as follows:

" Operations of the Association of Intergovernmental Organizations of West Africa relating to reviewing and updating the regional integrated industrial promotion programme, monitoring its implementation and co-ordinating the activities of the technical committees described in paragraph 93(b)"

ADOPTION OF THE FINAL REPORT

84. At its final session, the Rapporteur presented the report and described its structure. The meeting adopted the report and authorized the secretariat to finalize it in the light of the amendments.

CLOSURE OF THE MEETING

85. At a formal closing session, the Rapporteur presented His Excellency Bernard K. Ehui, Minister of Industry of the Ivory Coast with a copy of the report. Pointing to the fruitful exchange of views that had taken place at the meeting, the Rapporteur emphasized the need to seek meaningful solutions at a time of severe economic crisis. The developing countries were confronted with a situation where prices for their raw materials were at their lowest level for thirty years and it was hoped that initiatives such as the present meeting would pave the way to an effective solution. On behalf of the participants, the Rapporteur thanked the Minister of Industry for the hospitality that had been extended towards them by the Government of the Ivory Coast.

86. On behalf of the three co-ordinating agencies, Dr. Abd-El Rahman Khane, the Executive Director of UNIDO, thanked the Minister and the Government of the Ivory Coast for their invaluable contribution to the success of the meeting. He also wished to place on record the agencies' appreciation of the splendid facilities made available to the meeting by the African Development Bank. He thanked the officers of the meeting for their efforts and reminded the experts that it was incumbent upon them to ensure the effective elaboration of the subsequent stages of the integrated programme. Not only would they and their Governments be assisted in that task by the three lead agencies, but they would also enjoy the support of ECOWAS which would co-ordinate activities and ensure full Government participation in a most important endeavour.

87. His Excellency Bernard Ehui Koutoua, Minister of Industry, extended his congratulations to all those who had participated in the meeting. He pointed to the current constraints upon the development of the subregion such as limited markets, underutilization of capacities and lack of financial resources:

obstacles, however, that could be overcome through subregional programmes which ensured economies of scales and larger markets. The President of the Ivory Coast, His Excellency Mr. Félix Houphouet-Boigny, attached particular importance to industrialization as a motor of development and saw subregional co-operation as an effective means in that development. The endeavours of the industrial countries would have to be matched by assistance from the international organizations as they moved forward together in that common endeavour. He requested the assistance of UNIDO in the co-ordination of industrial strategies and policies so as to avoid duplication and provide impetus to the implementation of the programme.

88. He thanked the experts and the agencies for their contribution and formally declared the meeting closed.

ANNEX I

LIST OF PARTICIPANTS

EXPERTS:

BENIN	Mr. Dossou C. LOKOSSOU, Directeur des Etudes et de la Planification, Ministère de l'Industrie, Cotonou
GAMBIA	Mr. Alieu M. NGUM, Director of Planning, Ministry of Economic Planning and Industrial Development, Banjul
GHANA	Mr. Samuel A. ADDO, Chief Industrial Promotion Officer, Ministry of Industries, Science and Technology, Accra
GUINEA	Mr. Ahmed Tidiane DIALLO, Directeur, Direction Juridique et de la Coopération Internationale, Ministère de l'Industrie, Conakry
IVORY COAST	Mr. Paul ASSAMOI, Directeur de l'Orientation Industrielle, Ministère de l'Industrie
	Mr. A. Maixent N'CHO, Directeur Général du CAPEN, Ministère de l'Industrie
	Mr. Georges Segot LUTTE, Directeur des Projets et des Programmes, Ministère de l'Industrie
LIBERIA	Mrs. Joetta DENNIS, Assistant Minister of Industry, Ministry of Commerce, Industry and Transportation, Monrovia
MALI	Mr. Kadari BAMBA, Directeur des Industries, Ministère de l'Industrie
MAURITANIA	Mr. Abdoul THIAM, Directeur de l'Industrie, Ministère des Mines et de l'Industrie
NIGER	Mr. Issoufou ALZOUMA, Directeur Général, Office de Promotion de l'Entreprise Nigérienne, Niamey
NIGERIA	Mrs. Olubukunola M. LIPEDE, Under-Secretary, Policy and Planning, Federal Ministry of Industries, Lagos
SENEGAL	Mr. Bity FAYE, Ingénieur Chimiste, Ministère du Développement Industriel et Artisanat, Direction Industrie, Dakar
SIERRA LEONE	Mr. Ahmed A. AHMED, Senior Development and Planning Officer, Ministry of Trade and Industry, Freetown
TOGO	Mrs. Neyram KETEVI, Chef de la Division du Développement Industriel et Commercial, Ministère du Plan, Lomé
UPPER VOLTA	Mr. Tenkodogo SOME, Conseiller des Affaires Economiques, Direction Générale de l'Industrie et de l'Artisanat, Ouagadougou

INTERGOVERNMENTAL ORGANIZATIONS

ADB	Mr. Bachir HADJADJ, Ingénieur Industriel
	Mr. N.N. SUSUNGI, Chief of Industry Division
	Mr. N.R. N'GOSSO, Analyste Financier Supérieur, Industrie
	Mr. Mustafa EL GHALI, Analyste Financier Supérieur
	Mr. Slouеymane SOW, Economiste Industriel
ARCT	Mr. Yaovi FIAGAN, Prof. à la Division de Consultations Technologiques, Dakar
ARCEDEM	Mr. Mohamed BEAVOGUI, Ingénieur - Expert, Ibadan
BCEAO	Mr. Tidiane C.A. DIAGNE, Economiste Principal, Direction des Etudes
	Mrs. ZUNON-KIPRE, BCEAO, Abidjan
	Mrs. ALLOUKO, BCEAO, Abidjan
BOAD	Mr. Traore DRAMANE, Chef de la Division des Institutions Financières et de Participations (DIEP), Département des Institutions Financières et des Industries (DIFI)
CEAO	Mr. Maina Ari Adji KIRGAM, Directeur, Direction du Développement Industriel
CMNNC	Mr. Boureima GADO, Directeur des Affaires Economiques, Direction des Affaires Economiques, Niamey
ECOWAS	Mr. Kouadio KOFFI, Directeur, Département Agriculture, Industries et Ressources Naturelles, Lagos
IDEP	Mr. Karamoko KANE, Professor, Dakar
LIPTAKO-GOURMA	Mr. Issa F. ZOURI, Economiste Chargé des Questions Industrielles de l'Autorité Liptako-Gourma
MRU	Mr. Foday B. L. MANSARAY, Co-Project Manager, Industrial Development Unit
OCAM	Mr. Tiégoué TRAORE, Chef de Service du Développement Economique et Social, Bangui, CAR
OMVS	Mr. Mamadou KONATE, Chef, Division Développement Industriel, Dakar, Senegal

OBSERVERS	Mr. D. GASHONGA, UNIDO Consultant
	Mr. Jean-Claude BOUQUIN, (France), Expert ONUDI UF/IVC/82/128, Centre Ivoirien de Géstion des Entreprises (CIGE), Abidjan
	Mr. Hedi BEN SALAH, ONUDI, Directeur Projet UF/IVC/82/128, Centre Ivoirien de Géstion des Entreprises (CIGE), Abidjan
	Mr. Ablasse OUEDRAOGO, Junior Professional Officer for UNIDO, Niamey
	Mr. Sakasak Ter-Asi-Me KALONGO, Directeur des Etudes Economiques, Département de l'Economie, Industrie et Commerce, Kinshasa, Zaire
SECRETARIAT	
ECA	Mr. A. Makonnen, Chief, Industrial Operations Section, Joint ECA/UNIDO Industry Division
	Mr. Ibrahima BARRY, Project Officer
	Mr. Stanley WALTERS, Economic Affairs Officer
OAU	Mr. E.B. AKPAN, Head of General Economic Affairs Division
	Mr. A. DIONG, Chef de Section de l'Industrie
	Mr. U. MAWISA, UNIDO Adviser to the OAU
UNIDO	Dr. Abd-El Rahman Khane, Executive Director
	Mr. G. LATORTUE, Head, Industrial Planning Section, Division of Industrial Operations
	Mr. S. NDAM, Chief, Co-ordination Unit for the Industrial Development Decade for Africa
	Mr. P. LILLIE, Industrial Development Officer, Division for Industrial Studies
	Mr. F. RICHARD, Industrial Development Officer, Industrial Planning Section
	Mr. B. DIALLO, Industrial Development Officer, Co-ordination Unit for the Industrial Bevelopment Decade for Africa
	Mr. A. AKPA, Associate Industrial Development Officer, Programme Development and Evaluation Branch
	Mr. J. VIANNEY, Press Officer, Public Information Section

Ms. Iman SHOUKRY, Secretary,
Office of the Executive Director

Ms. Edna ALMONTE, Secretary, Programme Development and Evaluation Branch

Ms. T. AVANESSIAN, Secretary, Industrial Planning Section

UNDP

Mr. A. ROTIVAL, Resident Representative
Abidjan

Ms. M. VAN de PUTTE, Junior Professional Officer for UNIDO, Abidjan

ANNEX 2

AGENDA

(1) Opening of the meeting

(2) Organization of the meeting:
- Election of officers
- Adoption of the agenda and programme
- Organization of work

(3) Development and implementation of a subregional industrial promotion programme for the Industrial Development Decade for Africa:
- General considerations
- Areas in which multinational core and other industrial projects can be developed
- Initial integrated industrial promotion programme
- Plan for the implementation of the programme

(4) Adoption of the report

(5) Closure of the meeting